

DRAFT

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June 8, 1979

A PROSPECTUS FOR A
SENIOR EXECUTIVE CONFERENCE
TO DISCUSS
INFORMATION TECHNOLOGY MANAGEMENT

THEME

Improving government productivity and delivery of services through effective use of information technology

SCOPE

This conference will be a working session of selected senior agency executives representing program, planning, administrative and information technology responsibilities.

PURPOSE

To involve senior executives in a dialogue with each other on how the Federal Government plans for, manages, and uses information technology. To have them identify the problems and opportunities for improving the way we use information technology. To commit to a course of action for strengthening the management of Federal information technology.

OBJECTIVES

To identify the opportunities and means for:

- ° Transferring successful applications of information technology within government and finding new uses to increase government productivity.
- ° Integrating mission and information technology planning.
- ° Measuring performance of information technology managers under the Civil Service Reform Act.
- ° Reducing computer related fraud and waste.
- ° Improving capital investment decisionmaking, budgeting and accounting for information technology.

To develop recommendations for high level policy guidance by the President, Central Policy Agencies and Operating Agencies to guide the future direction and use of information technology in the Federal Government.

SPONSORS

The Department of Commerce, the General Services Administration and the Office of Management and Budget.

The conference will start on a Monday evening and continue through noon Wednesday. The conference will be located far enough away from Washington, D.C. to keep "press of business" interruptions to a minimum. The conference is set for July 16 - 18, 1979 at the Sheraton Conference Center, Gettysburg, Pa.

FORMAT

Two dinner presentations are planned - on the first evening a keynote address will be made by James McIntyre, Director of OMB and on the second evening the group will be addressed by Peter Drucker of New York University, or some other recognized authority from the private sector. Most of the conference will be spent in panel sessions. Panel memberships will be held in the range of 10-12 with a maximum attendance of 60 people. The majority of the participants will be from executive branch agencies. Some participation by the GAO staff may be arranged.

A Panel Moderator will direct the operations of each panel and a Panel Recorder will serve to facilitate the writing of the panel report. A recognized speaker from Academe/Industry will provide a challenging, provocative and informative lead-off speech for each panel -- but will not participate in the development of panel recommendations. Panelists will be provided appropriate background documents including relevant portions of the Federal Data Processing Reorganization Project to set the stage for Panel discussions. Panel discussions will commence Monday evening and continue all day Tuesday. Wednesday morning will be used for each panel to present and discuss their recommendations with all conference participants.

ATTENDEES

The membership of each panel will be tailored to produce a blend of senior policy officials, senior information technology personnel and line program managers. This blending is intended to reflect diverse perspectives on each of the issues. Panel membership will be by personal

invitation and substitution will not be allowed if it would unbalance the critical blending of people which is essential to the success of the conference.

END PRODUCT

The end product of the conference will be the development of a report by each panel which contains:

- ° Recommended actions by the President, Central Policy Agencies and Operating Agencies.
- ° Recommended policies, principles and/or guidelines to be adopted government-wide.
- ° Recommended future directions for effective use of technology by the Federal Government.

This report will be used:

- ° As the basis for policy guidance by the President and the Central Policy Agencies.
- ° By the conference participants as the basis for instituting change in their own agencies.
- ° As a basis for developing implementation plans for certain recommendations of the Federal Data Processing Reorganization Study Team.
- ° As the foundation for future training programs.
- ° To identify areas requiring additional study.

ADDITIONAL CONSIDERATIONS

A frank and open discussion is necessary for the success of this effort. Minutes and/or transcripts will not be made. The team report discussed above will be the only document produced. The Panel Recorder will be responsible for capturing the panels thoughts in the panel report. Members of the press will not be invited.

A more complete description of topics to be addressed by each panel follows:

PANEL 1

TRANSFERRING SUCCESSFUL APPLICATIONS OF INFORMATION TECHNOLOGY
WITHIN GOVERNMENT AND FINDING NEW USES TO INCREASE GOVERNMENT
PRODUCTIVITY

Questions to be addressed by panel:

- How can technology be used to help the President achieve his objectives of providing a more responsive government with less resources and without increasing government employment?
- What can and should be done to transfer successful information technology applications among Federal agencies?
- How should we measure benefits from the use of technology? In terms of service, efficiency, delivery, and effectiveness? How can we demonstrate the benefits to the public?
- How can the Bureau of Labor Statistics productivity data be used to measure the benefits of new uses of technology?
- Is the increased use of word processing and office of the future concept an area where the government can expect major productivity gains? What policies should we be developing to guide the executive branch in this area? Are there other areas we should be highlighting?
- How should we insure turning productivity gains into real savings in light of the Government's inability to treat the workforce as an elastic commodity? Will these problems be overcome by Civil Service Reform? What additional steps should be taken?
- Which recommendations of the Data Processing Reorganization Study Team should be adopted to increase government productivity?

Discussion of Agency Experiences/Results

- Improvement of delivery of Veterans benefits (TARGET).
- Faster service of social security beneficiaries.
- Interest savings from Electronic Funds Transfer by Treasury.
- Faster processing of passports at lower cost
- Etc.

PANEL 2

INTEGRATING MISSION AND INFORMATION TECHNOLOGY PLANNING

Questions to be addressed by panel:

- What should we do to insure the integration of overall mission plans, individual program plans and information technology planning?
- Who in the organization should be responsible for the linkage? How can we establish and maintain accountability for such linkages?
- Why have our planning functions virtually disappeared from the titles of senior level officials in the Government Organization Manuals?
- What major alternative strategies (specialized multi-user government centers, greater dependence on private service capabilities, distributed processing, etc.) should the government consider for meeting its information technology needs in the future?
- How should planning functions be organized in an agency in time of extreme budget restraint?
- Should the planning process define specific milestones where senior agency decision makers may review a project and make a go/no-go decision on continuation?
- How should information technology planning be carried out? Should there be a central planning group, an ad hoc team, etc.? Should agencies establish an Information Technology manager as recommended by the Data Processing Reorganization Study Team?
- How detailed should a plan for information technology be? What should senior management expect to see in such a plan?
- What should be the linkage between the audit/process and the planning process?
- Should information technology planning be used as a catalyst to improving mission planning?

Discussion of Agency Experience/Results

- DOE Information Technology Planning System
- IRS Program Planning - TAS and Replacement System
- FEDNET Experience

PANEL 3

MEASURING PERFORMANCE OF INFORMATION TECHNOLOGY MANAGERS UNDER
THE CIVIL SERVICE REFORM ACT

Questions to be addressed by panel:

- What performance criteria should be established for different types of information technology managers - operational manager, system development manager, other specialty groups? Should the same performance criteria be used for supervisors (GS-13 to 15) as for SES positions?
- How can the non-technical senior official adequately evaluate the performance of a highly technical subordinate? How can both senior and subordinate use the evaluation process to achieve a climate of mutual respect?
- Should the evaluation of information technology managers include the views users of information technology, peers, other technical specialists, etc.?
- How can the personnel evaluation process be made to contribute to raising the productivity of the Federal work force?
- How should the planning process be modified to assist the manager evaluation process?
- Are there any special management problems in convincing technical managers that they are receiving fair evaluations?

Discussion of Agency Experiences/Results

Agency experiences in developing SES evaluation systems.

PANEL 4

REDUCING COMPUTER RELATED FRAUD AND WASTE

Questions to be addressed by panel:

- How can the computer be used as a tool to prevent or avoid fraud and waste?
- What checks and balances in information system development and operation should be established to avoid fraud and waste?
- What changes should be made to the system development process to insure that prevention of fraud is a primary design criteria?
- What safeguards should be established to insure that the rights of the individual are protected while the requirements of the government to detect fraud are still satisfied?
- How should accountability be assigned to reduce or avoid computer related fraud and waste? Who should oversee the development and operation of information systems to assure that appropriate safeguards against fraud and waste are designed into the system?
- What kind of analysis should be provided to agency management to assess the risks of both deliberate or inadvertant actions, the probability of their occurrence and the costs associated with providing added safeguards?
- What public sector risks should be considered and how should they be measured and quantified?
- What problems have been experienced in prosecuting computer related white collar crime? Are additional sanctions needed?

Discussion of Agency Experience/Results

- HEW Matching Program Results
- VA System to Recover Benefit Overpayment
- USDA Experience with Washington Computer Center

PANEL 5

IMPROVING CAPITAL INVESTMENT DECISION MAKING, BUDGETING
ACCOUNTING FOR INFORMATION TECHNOLOGY

Questions to be addressed by panel:

- How should we integrate program budgets and information technology budgets - bearing in mind that information technology usually has high fixed costs that are only indirectly related to increases or decreases in program budgets?
- How can we relate the high front-end costs of information technology within one year budget formats with productivity gains that are spread over several years?
- What steps should be taken to assure consideration of alternative solutions to meeting processing requirements?
- How should you measure the benefits of technology application? Service delivery? Economics?
- What should be contained in an economic analysis?
- What should be done to insure that full costs are identified to senior management in the decision process? What should be the life cycle used for decision making?
- What should be the bounds of the information technology budget?
- Should line items for information technology be established?
- Should the object classification structure be modified to provide additional breakouts of information technology resources? How?
- Should the user be required to budget and defend his requirement for information technology?
- Should information technology be considered as overhead for budgeting and accounting purposes?
- Should performance measurement systems be established to determine whether projected benefits of technology are being realized?

Discussion of Agency Experiences/Results

- Examples from Effective Uses Package
- IAC case studies

TENTATIVE AGENDA
SENIOR EXECUTIVE CONFERENCE
TO DISCUSS
INFORMATION TECHNOLOGY MANAGEMENT

Monday, July 16, 1979 (evening)

5:00	<u>Registration/Check-in</u>
5:00 - 6:00	<u>Meeting of all panel moderators and recorders</u> (Granquist/Haase) - to outline conference plans, products, logistics, etc.
6:00-7:00	<u>Social Hour</u> - Cash bar
7:00-8:00	<u>Dinner</u>
8:00-8:45	<u>Dinner Speaker</u> - (Jim McIntyre or John White)
9:00-10:00	<u>Concurrent Individual Panel Meetings</u> - to distribute handouts - to discuss agenda - to outline recommended night time reading

Tuesday, July 17, 1979

	Breakfast - on your own
9:00-12:00	<u>Concurrent Individual Panel Meetings</u>
9:15-10:15	<u>Lead-off Speaker</u> - (recognized private sector expert)
10:30-12:00	<u>Panel Discussions</u>
12:00-1:00	<u>Lunch</u> - on you own
1:00-4:00	<u>Panel Meetings</u> - to discuss options - to develop recommended actions by the President, central policy agencies and operating agencies. - to develop recommended government-wide policies, principles, and/or guidelines. - to develop any other recommended actions to assure effective use of technology by the Federal Government.

4:00 - 5:30	<u>Panel Coordinators Meet with Their Recorders</u> - to formulate and document draft of panel recommendations (condences to 4-6 pages maximum)
	<u>Free time for other Participants</u>
5:30 - 6:30	Social Hour - Cash Bar
6:30 - 7:30	<u>Dinner</u>
7:30 - 8:15	Dinner Speaker - (Peter Drucker, NYU or alternate)
8:30 - 9:30	<u>Concurrent Individual Panel Meetings</u> - to review typed draft of panel report - to recommend changes - to outline plans for presentation of panel report in combined session Tuesday morning
9:30	<u>Type and Reproduce Panel Reports</u>

Wednesday, July 18, 1979

	Breakfast - on your own
9:00	<u>Plenary Session</u> - All Panels - (Wayne Granquist)
9:00 - 9:30	Panel 1 Report and Discussion (Panel Coordinator)
9:30 - 10:00	Panel 2 Report and Discussion (Panel Coordinator)
10:00 - 10:30	Panel 3 Report and Discussion (Panel Coordinator)
10:30 - 10:45	Break
10:45 - 11:15	Panel 4 Report and Discussion (Panel Coordinator)
11:15 - 11:45	Panel 5 Report and Discussion (Panel Coordinator)
11:45 - 12:30	<u>General Discussion and Wrap-up</u> - (Wayne Granquist)

STAT

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ROUTING AND TRANSMISSION SLIP

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"Danny - Your Bruce may want to attend this. It is not clear how firm this is--they give name of hotel and dates yet call it a prospectus. /s/Don"

<input type="checkbox"/> Circulate	<input type="checkbox"/> For Your Information	<input type="checkbox"/> See Me
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REMARKS

Conference - 16,17,18 July

*Danny - Your Bruce
may want to attend this.
It is not clear how
firm this is - they give name
of hotel and dates yet
call it a prospectus.*

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OPTIONAL FORM 41 (Rev. 7-76)
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Don 21 JUL 1979

for file -

No CIA participation

dry 1/9

Mr. May:

Mr. Wortman regretted that CIA would
not be represented at the subject conference.

Karen/2 Jul 79

CDM sent attached to D/ODP w/note:

"Bruce--What do you think?"

Per Erna, no one in ODP is planning
to attend the conference.